

Workstream:

Transportation Engineering  
Associates Program

## **DEVELOP DEPARTMENT-WIDE MENTORSHIP PROGRAM**

### **Goal:**

Develop a “world-class” workforce by creating a strategic talent strategy that includes employee competency assessments, effective career planning, continuous coaching and mentoring, on-the-job experiences and opportunities, and formal training.

### **Recommendation:**

The Talent Management Team recommends that DOT develop a department-wide mentoring program. It is imperative that the department begin this coaching and mentoring culture immediately; therefore the Talent Management Team further recommends that the department signal its commitment to this cultural shift by taking the following steps: 1) immediately reinstate the Raleigh-based Female Mentorship Program and 2) develop and implement a mentoring program for the Transportation Engineering Associates in the program and those that will be on-boarded in December 2007 (40 engineers) 3) Design and implement a rotation plan within SPOT with rotations now in the TMT.

### **Rationale for Change:**

- DOT needs to become a coaching and empowerment culture
- Mentorship has been used for centuries
- Mentorship is one of the best, most cost effective ways to develop employees through transfer of experiences, knowledge and skills
- The percentage of engineering graduates is declining; DOT must define ways to attract and keep this critical talent pool. Best practice shows that mentoring and coaching is an effective tool in an organization's EVP because it does the following: 1) helps the employee find personal meaning & motivation in his/her role, 2) helps individual think through career choices, 3) gives the employee confidence to “stretch” themselves, 4) opens up lines of communication throughout organization, and 5) reinforces to all employees that employee development is an organizational value
- This is considered best practice in public and private industry.
- The Talent Management Team was told emphatically that the Raleigh-based Female Mentorship Program was a very successful pilot during its diagnostic work. By extending and continuing this pilot, the department can learn from this effort and provide positive reinforcement to an important demographic within our organization.

### **Benefits:**

- Assist the department in meeting its mission by becoming more effective and efficient
- Assist the department in meeting its employment needs in the future by impacting the quality of its workforce
- Demonstrates the department's commitment to career development

- Enhance delivery of services through more informed and skilled staff
- Reduce recruitment and selection costs as a result of higher employee retention
- Create an opportunity to improve morale and the work environment for employees
- Create a support network for employees as the department goes through future transformation
- Provides a network of contacts for coaching, knowledge, etc.
- Increased productivity on the job
- Breaks down barriers between the various demographics across the organization.
- This begins to transition Human Resources from administrative function to a talent management function.

### **Process Change:**

Human Resources Director will identify a Program Coordinator for the selected pilots. A small committee will be formed to develop and guide the pilot programs with a feedback loop from participants.

The Female Mentorship Program will be reinstated effective immediately utilizing those participants that were a part of the original pilot.

Human Resources Director will create and implement a model for the TEA mentoring program by January 2008.

Human Resources Director will develop and implement a process for evaluating both pilot programs. A report will be provided to the department leadership on both pilots on or before July 2008.

A formal rotation plan will be developed for business unit level professional for exposure to SPOT in their career path. The TMT is currently rotating key individuals in the TMT now.

Human Resources Director will create and implement a department-wide mentoring program by January 2009.

### **Summary Statement:**

The Transformation Management Team feels this program is necessary at DOT to create a Mentorship environment for professionals. The Mentorship Program will become a positive part of the department's employee value proposition to attract new talent and grow the best leaders. Reinstating the Female Mentorship Program and implementing this for the TEA Program and TMT rotation will begin to enforce Mentorship as an important tool for a coaching and cross fertilization environment striving to be the best.



# **MENTORING PROGRAM For Transportation Engineering Associates**

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**Operations Staff Meeting  
January 8, 2008**



# Purpose

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- ❁ **Develop a “world-class” workforce by creating a strategic talent strategy that includes employee competency assessments, effective career planning, continuous coaching and mentoring, on-the-job experiences and opportunities, and formal training.**



# **Coaching & Mentoring Initiatives**

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- **Female Mentoring & Development Program**
- **Transportation Engineering Associates**

# **Benefits of Launching A Mentoring Program**

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- ❁ **Mentoring is an effective tool in achieving business results.**
- ❁ **Studies have shown that mentoring shows the new employee that the organization is willing to make an investment in his/her career**

# TEA Pilot Goals

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- **Establish Mentoring & Coaching culture throughout DOT**
- **Enhance recruitment, retention, and training**
- **Enhance TEA's career growth and satisfaction through**
  - **Career Goal/Planning**
  - **Career Tracks**
  - **organizational awareness & networking**

# TEA Pilot Goals (cont.)

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- **Develop Assessment Tool**
- **Develop core TEA training template**
- **Develop effective evaluation methodology**

# TEA Pilot Structure

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- **10 Transportation Engineering Associates**
- **10 Mentors**
- **2 - 4 “Senior” Mentors**

# What is Mentoring?

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- **A deliberate pairing of a more skilled/experienced person (mentor) with a less skilled/experienced person (mentee), with the goal of having the mentee grow and develop specific competencies.”**

# What is a Mentor?

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- **A person who coaches, teaches, guides, and helps in another person's career development.**



# **Good Mentor Attributes**

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**People Oriented**

**Good motivator**

**Effective teacher**

**Secure in position**

**An achiever**

**Able to give mentee visibility**

**Values NCDOT and work**

**Respects others**

# **A Successful Mentor Means:**

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## **It starts with attitude**

- **Looking the part**
- **Knowing what you're doing and doing it well**
- **Having solid work habits**
- **Maintaining a positive mental outlook**
- **Treating the mentee with respect**

# **Pilot Mentoring Program Timeline**



- **Selection of mentors completed by January 18, 2008**
- **Training for mentors and mentees conducted on February 5, 2008**
- **1 year Pilot program**

# **What we need from you...**

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- **Support of TMT Talent Management & Human Resources for this initiative**
- **Seeking your assistance in recommending mentors**
  - **1 - 2 names per Business Unit by January 15, 2008 ([laroper@dot.state.nc.us](mailto:laroper@dot.state.nc.us))**

# Leadership Emphasis

- **Jack Welsh, Steven Spielberg, Wayne Callaway**

- **50% of their time on people**

- **recruiting new talent**
- **picking the right people for positions**
- **grooming young stars**
- **reviewing talent pool**
- **dealing with poor performers**

**QUESTIONS:**

